Schedule 16

Transition Services

to

Request for Proposal
for the
Provision of IT Infrastructure Operations
and Managed Workplace Services
[UNHCR RFP/2018/1068]
(the “RFP”)

effective _____ 2018

between

The Office of the United
Nations High Commissioner
for Refugees

and Contractor

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1 Introduction

1.1. This Schedule 16 sets forth Contractor's roles and responsibilities in providing transition services to the Contractor.

1.2. Unless the context otherwise requires, capitalized terms used but not defined in this Schedule 16 shall have the meaning given to them in Schedule 1 (Technical Definitions) or the Agreement.

2 Transition Objectives

2.1. Overview

Whether awarded to a new provider or the incumbent, transition of services will occur in whole or part. Most services are sourced today, some new services such as Security are being expanded, and some retained services such as Account Management are being considered for outsourcing. The majority of services are being realigned to enhanced service levels and reporting to achieve better business value for UNHCR.

2.2. Objectives

Given the UNHCR experience over the past five years in sourcing IT services, key objectives in the transition of services have been identified as follows:

- Align the Services scope with the way in which UNHCR and the service provider delivers services to Users;
- Enhance the Service Level Requirements to close gaps in service delivery expectations and achieve better business value;
- Acquire increased skills and mentoring abilities of Named Personnel and the teams supporting the UNHCR to meet technical expectations;
- Align resource unit metrics and prices with the marketplace and industry norms;
- Expand the Security Services scope to reflect the reality and priority of threats to service delivery;
- Source Account Management to allow UNHCR to better use resources and offload repeatable, commodity tasks;
- Document Cross Functional and ITIL Services to prepare to leverage the change to ServiceNow as UNHCR's ITSM Application and expand its value to UNHCR over the life of the contract;
- Improve reporting and governance to adjust for the change in Service Level Requirements and provide for focus on outcomes;
- Add clarity to the written Schedules by adding specificity, supporting information and readability to the Agreement to enhance Governance.

3 Transition Considerations

3.1. The Contractor shall complete the transition of UNHCR's ICT infrastructure to management by the Contractor in accordance with all requirements and timelines set forth in the Agreement, including this Schedule 16 and the Transition Plan.

3.2. Transition Management

Transitioning IT services, know-how, and people encompasses a complex series of inter-dependent activities. Given that complexity, effective transition management is essential to ensure UNHCR services are transitioned in an orderly, non-disruptive fashion, with a focus on business availability. To meet this need, Contractor shall provide for the following:

(a) A dedicated Transition Manager, located in Geneva, as provided for in Schedule 15 (Contractor Personnel Provisions), to manage the implementation of the Transition Plan and related activities and workstreams;

(b) A dedicated On-Site Program Manager, located in Geneva, as provided for in Schedule 15 (Contractor Personnel Provisions), to manage the account, relationship and UNHCR satisfaction with the transition;

(c) Dedicated, Named Personnel responsible for Platform, Network, Security, Global Service Desk, Site Support, and ITIL Services, as provided for in Schedule 15 (Contractor Personnel Provisions), to manage the technical aspects of the transition and partner with UNHCR service providers and other UNHCR designees.

3.3. Transition Considerations

During the transition, the Contractor during transition include, but are not necessarily limited to:

(a) Establishment of joint transition governance with UNHCR to oversee seamless transition of the Services;

(b) proactively identify and report on risks and issues, consult with UNHCR, and work to mitigate these risks to minimize impact on Services and Users;

(c) ensure support for business-critical events and in-flight projects during the transition;

(d) assess current service management processes and identify opportunities for improvement and efficiency while aligning to the ITIL framework;

(e) accelerate transition where possible by deploying tools and standards;

(f) minimize impacts and interruption of IT services during peak business demands, month end, and quarter end.

4 Transition Methodology

4.1. Transition Methodology

Contractor will use a defined and documented transition management methodology to govern the transition of the Services and be incorporated as an appendix to this Schedule 16. This methodology will be subject review, input and approval by UNHCR. Key aspects of a successful transition methodology will include:

(a) A phased approach;

(b) Entry criteria for each phase;

(c) Key activities for each phase;

(d) Defined deliverables for each phase with acceptance criteria;

(e) Exit criteria for each phase;

5 The Transition Plan

5.1. UNHCR PMLC

The UNHCR Project Management Lifecycle (PMLC) provides standards for required approvals, mandatory deliverables, and templates for monitoring and reporting. Contractor is expected to consider and coordinate PMLC requirements in creating and implementing the Transition Plan.

5.2. The Transition Plan

Contractor will create a detailed, documented Transition Plan to govern the transition project and be incorporated as an appendix to this Schedule 16. The Transition Plan will be subect to review, input and approval by UNHCR. The Transition Plan shall encompass multiple artifacts and include without limitation:

(a) A Project Organization Chart, to include governance pairings and workstream breakout;

(b) The Transition Project Plan in an agreed format, with the project schedule, phases, detailed activities, and milestone dates;

(c) A Resource Management Plan;

(d) A Risk Management Plan; and

(e) A Communications Plan.

(f) timelines and Key Transition Milestone Dates for the completion of phases and other critical activities.

(g) Delay Payment Rate for the event of a failure to achieve a Key Transition Milestone by the relevant milestone date. The Delay Payment Rate represents the amount equal to a percentage of the fixed transition fee payable for each [day/week] of delay.

6 Failure to Achieve Key Transition Milestones

6.1. If the Contractor fails to achieve the completion of a Key Transition Milestone by the relevant milestone date, or by any extended time for completion, the Contractor shall pay to UNHCR a sum equal to the Delay Payment Rate for each day of delay between such relevant milestone date and the date of actual completion of the Key Transition Milestone.

6.2. The Delay Payments shall be payable by the Contractor by the sole fact of the delay without the need for any previous notice or any legal proceedings, or proof of damage, which shall in all cases be considered as ascertained.

6.3. The total amount of Delay Payments shall not exceed [15]% of the fixed transition fee.

6.4. UNHCR may, without prejudice to any other method of recovery, deduct the amount of such Delay Payment from any monies due or which may become due to the Contractor. The payment or deduction of Delay Payment shall not relieve the Contractor from its obligation to complete the applicable Key Transition Milestone or from any other of its obligations and liabilities under the Contract.

7 Reporting

7.1. Transition Reporting

As noted above, the UNHCR PMLC provides standards and templates for monitoring and reporting. Reporting requirements are also documented in the Project Services section of Schedule 10 Appendix B (Reports). PMLC reporting requirements include a recurring Project Management Report (PMR) to be presented monthly to the project governance team and designated personnel from UNHCR and the Contractor.

The PMR includes the following:

(a) Project Overview;

(b) Organization;

(c) Objectives;

(d) Assumptions and constraints;

(e) Requirements;

(f) Workstream(s) status, to include actions, risks;

(g) Financial status; and

(h) Project Scorecard.